



M O U N T A U B U R N H O S P I T A L

Jeanette G. Clough
President & CEO

Ms. Seena Carrington
Acting Commissioner
Division of Health Care Finance and Policy
Two Boylston Street
Boston, MA 02116

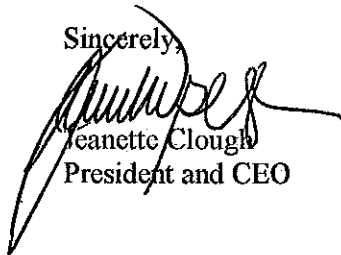
Dear Acting Commissioner,

Thank you for requesting Mount Auburn Hospital's written testimony to the questions posed by the Division of Health Care Finance and Policy and the Office of the Attorney General in conjunction with the State's public hearings concerning health care provider and insurer costs and cost trends.

The Trustees and staff of Mount Auburn Hospital hope that our responses are helpful to you as we all seek to understand more about the dynamic health care environment within Massachusetts. Our state is a national leader for medical education, research, quality, safety, and compassionate care. We are optimistic that we can work together to mitigate cost growth without jeopardizing the high standard of health care we enjoy in Massachusetts.

Please find attached our responses to the questions in "Exhibit B" and "Exhibit C", which as President and CEO of Mount Auburn Hospital, I submit under the pains and penalties of perjury. We stand ready to provide further input if necessary.

Sincerely,



Jeanette Clough
President and CEO



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